

Fort Monroe Strategic Plan



FY 03 -- FY 10

DRIVERS and STAKEHOLDERS

Fort Monroe Key Business Drivers

- **Installation Management**
- **Human Capital Management**

Fort Monroe Key Stakeholders

- **HQ TRADOC**
- **Installation Management Agency
Northeast Region**
- **Accession Command**
- **Army Contracting Agency
Northern Region**
- **Cadet Command**
- **Joint Task Force Civil Support**
- **Network Command**
- **Defense Contract Management Agency**
- **Other Tenants**
- **Military and Civilian Employees**
- **DA**
- **DoD**

MISSION, VISION, VALUES

FORT MONROE MISSION

**Provide quality base operations support to
DoD personnel and activities through
facilities, infrastructure, well-being and force protection**

FORT MONROE VISION

**The premiere total force installation
on a historic landmark
serving the world's best.**

FORT MONROE VALUES

Fort Monroe's values are linked to and incorporate the core values of the U.S. Army, but are stated to emphasize areas of particular community importance.

**Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage**

**Morally strong
Operationally Effective
Nurturing Excellence
Responsive
Optimistic
Energetic**

GOAL 1: Foster superior well-being*

Strategy: Link to and achieve the standards defined in the “Army Well-Being” program.

LTO 1.1: Incorporate 100% of the Army’s Well-Being Program (AWBP) in the Fort Monroe community (AWBP-M) by July 2007. (Post Commander)

STO 1.1a: Design a Ft. Monroe “Army Well-Being” program by August 2003.

Proponent: Post Command Sergeant Major (CSM Browning)

ACTION 1.1a1: Develop and staff written Fort Monroe AWB plan NLT Apr 03.

Proponent: Executive Steering Committee (ESC) (COMPLETED–MAR 03)

ACTION 1.1a2: Receive commander’s approval of AWBP-M (Monroe) NLT Apr 03.

Proponent: ESC (COMPLETED – APR 03)

ACTION 1.1a3: Establish steering committee by May 03.

Proponent: Post CSM (CSM Browning) (COMPLETED – MAR 03)

ACTION 1.1a4: Community agencies and units establish organizational POCs for membership on Action Council NLT May 03.

Proponent: Directors/Unit Commanders

ACTION 1.1a5: Provide AWBP training for steering committee NLT Oct 03.

Proponent: Post CSM (CSM Browning)

ACTION 1.1a6: Conduct quarterly integration meetings beginning Jul 03 for the purpose of streamlining and synchronizing the key AWB processes necessary for program execution.

Proponent: Post CSM

STO 1.1b: Deploy AWBP to the community by Sep 04.

Proponent: Post CSM

ACTION 1.1b1: Print and distribute copies of written AWBP-M to Fort Monroe Leadership NLT Jan 04.

Proponent: AWBP-M Training Chair

ACTION 1.1b2: Begin AWBP basic education for Fort Monroe leadership NLT Jan 04.

Proponent: AWBP-M Training Chair

ACTION 1.1b3: Conduct AWBP-M education for community through print media, BOSS meetings, Town Hall Meetings and other training strategies during Feb-Apr 04.

Proponent: AWBP-M Training Chair

* Well being is defined as “the personal, physical, material, mental and spiritual state of Soldiers, civilians and their families that contribute to their preparedness to perform the Army Mission.” Taken from the DA AWB Brochure.

STO 1.1c: Execute the program beginning May 04.

Proponent: Post CSM (CSM Browning)

ACTION 1.1c1: Conduct Fort Monroe Army Well-Being Action Council meeting quarterly beginning Jul 04.

Proponent: Deputy Garrison Commander

ACTION 1.1c2: Directors/commanders execute the plan IAW the published AWBP-M plan.

Proponent: Directors/Unit Commanders

STO 1.1d: Improve well-being program to meet 100% AWBP standards by Sep 05.

Proponent: Post CSM (CSM Browning)

ACTION 1.1d1: Establish feedback mechanisms for community and conduct ongoing assessment of AWBP.

Proponent: AWBP-M Evaluation Chair

ACTION 1.1d2: Conduct quarterly informal performance reviews to measure effectiveness of AWBP-M against DA standards and identified benchmarks.

Proponent: AWBP-M Steering Committee

ACTION 1.1d3: Improve program based on feedback during quarterly performance reviews.

Proponent: Directors/Unit Commanders

ACTION 1.1d4: Conduct formal mid-point performance review NLT Jan 05.

Proponent: Post CSM (CSM Browning)

LTO 1.2: Meet or exceed the established criteria of Army Baseline Services (ABS) reflected in the AWBP by Jul 07.

Proponent: Post CSM

STO 1.2a: Conduct 100% assessment of Monroe performance of ABS by Jul 06.

Proponent: Post CSM (CSM Browning)

ACTION 1.2a1: Benchmark with two installations utilizing the AWBP/Army Baseline Standards NLT Jul 05.

Proponent: ESC

ACTION 1.2a2: Identify gaps at Fort Monroe NLT Aug 05.

Proponent: ESC

ACTION 1.2a3: Develop action plan to close gap NLT Sep 05.

Proponent: ESC

LTO 1.3: Align Ft. Monroe's Army Well-Being Program reporting requirements with Department of the Army's Well-Being Status Report (WBSR), ensuring 100% compliance by Jun 07.

Proponent: DOIM

STO 1.3a: Develop a Ft. Monroe database that provides appropriate linkage to WBSR by Jul 06.

Proponent: DOIM

ACTION 1.3a1: Coordinate w/agencies to obtain DA reporting requirements NLT Jan 05.

Proponent: DOIM

ACTION 1.3a2: Develop and distribute pilot database program to interface with DA reporting requirements NLT Apr 05.

Proponent: DOIM/AWBP

LTO 1.4: Link with Goal 5 (Human Resources for Future) under the AWB by Jul 07.

STO 1.4a: Determine Ft. Monroe Well-Being Program baseline in comparison to AWBP standards by Jun 07.

Proponent: Post CSM

ACTION 1.4a1: Collect data on effectiveness of AWBP-M and use this data to establish baseline NLT Nov 06. (Review internal programs, accreditation standards, Staff Assistance visits, customer feedback/climate surveys)

Proponent: Post CSM

ACTION 1.4a2: Submit recommended baseline to Post Commander and receive approval NLT Jan 07.

Proponent: Post CSM

GOAL 2: Set the standard for force protection

Strategy (1): Use Management control evaluation checklist for each sub-discipline in force protection.

Strategy (2): Determine the success of the overarching program based on meeting or exceeding current standards.

LTO 2.1: Develop long-range Force Protection Plan to meet or exceed DoD standards by 30 Jun 04.

Proponent: DPTMSEC

STO 2.1a: Conduct threat/vulnerability/risk assessments to determine what meets DoD standards and what doesn't by 30 Sept 03.

Proponent: DPTMSEC

ACTION 2.1a1: Annually develop a threat and appropriate physical security assessment by 30 Aug 03.

Proponent: DPTMSEC (Intelligence)

ACTION 2.1a2: Identify the facilities to be assessed for threat and criticality/vulnerability annually by 30 Mar 03 and obtain approval from the AT/FP Committee.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1a3: Conduct quarterly or as needed liaison with local Law Enforcement continually.

Proponent: DPM (2 MP-Law Enforcement)

ACTION 2.1a4: Develop quarterly updates of the annual threat assessment by the end of the month following each quarter to ensure the assessment remains current.

Proponent: DPTMSEC (Intelligence)

ACTION 2.1a5: On a continuous basis define system vulnerabilities by end of each quarter.

Proponent: DOIM (Information Operation)

ACTION 2.1a6: Annually complete applicable reports by 30 Sept 03.

Proponent: DPTMSEC (Antiterrorism, Physical Security, Law Enforcement, Emergency Services, and Information Operation)

ACTION 2.1a7: Annually conduct appropriate assessment by 30 Aug 03.

Proponent: DPTMSEC (Physical Security – Jim Wright)

ACTION 2.1a8: Annually develop the AT criticality/vulnerability assessment report by 30 Aug.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1a9: Participate in regional threat assessment by last day of each quarter.

Proponent:

ACTION 2.1a10: Develop an appropriate physical security assessment to assure dissemination of threat related information on a monthly basis by 30 Sep 03.

Proponent: DPTMSEC (Intelligence)

ACTION 2.1a11: Continually develop and maintain a current visual assessment threat product for the Installation Operation Center is developed by 30 Dec 02 and remains current thereafter.

Proponent: DPTMSEC (Intelligence)

ACTION 2.1a12: Participates as a member of the installation comprehensive assessment team every three years beginning by 30 Aug 03.

Proponent: DPTMSEC (Antiterrorism, Physical Security, Law Enforcement, Emergency Services, and Information Operation)

STO 2.1b: Identify and prioritize facilities and equipment to mitigate vulnerabilities and exceed DoD standards based on changing threats by 30 Sept 03.

Proponent: DPTMSEC

ACTION 2.1b1: Continuously, on a bi-weekly basis implement countermeasures against system vulnerabilities by 01 Mar 03.

Proponent: DOIM (Information Operation)

ACTION 2.1b2: Continuously, on a bi-weekly basis push software fixes and antivirus software to users and servers on the MONROE domain by 01 Mar 03.

Proponent: DOIM (Information Operation)

ACTION 2.1b3: Annually update the high risk targets (HRT) list by 30 Mar 03.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1b4: Conduct quarterly criminal analysis identifying possible trends on Fort Monroe by the end of the month following each quarter.

Proponent: DPM (MP-Law Enforcement)

ACTION 2.1b5: Compile the criticality/vulnerability results by 30 Aug 03 and track vulnerability until mitigated is complete.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1b6: Coordinate with antiterrorism working group and committee to identify and prioritize requirements by 10 Sept 03.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1b7: Commander approves priorities via AT Committee by 15 Sept 03.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1b8: Annually conduct Physical Security/Crime Prevention/Key Control Inspections by 30 Sept 03.

Proponent: DPTMSEC (Physical Security – Jim Wright)

ACTION 2.1b9: Continuously conduct/update Risk Analysis/Installation Physical Survey on an annual basis by 30 Sept 03.

Proponent: DPTMSEC (Physical Security – Jim Wright)

STO 2.1c: Develop and upgrade plans/policies/standard operating procedures in accordance with DoD/DA guidance by 30 Sept 03 or as threat dictates.

Proponent: DPTMSEC

ACTION 2.1c1: Review Fire Department standards and standard operating procedures 15 Jan 03.

Proponent: Emergency Services (Fire/Safety/Medical)

ACTION 2.1c2: Annually update LE plans/SOPs to ensure support AT/FP plan 30 Jun.

Proponent: DPM (MP-Law Enforcement)

ACTION 2.1c3: Annually update of Installation Physical Security Plan by 30 Jun.

Proponent: DPTMSEC (Physical Security- Jim Wright)

ACTION 2.1c4: Annually ensure all plans are properly coordinated and operationalized with installation plans by 30 June.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1c5: Annually review/validate activities plans, policies, and SOPs by 30 Jul.

Proponent: DPTMSEC (Physical Security – Jim Wright)

ACTION 2.1c6: Validate installation activities AT/FP readiness plans by 30 Jul.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1c7: Annually, review plans to ensure appropriate mitigation of discovered seams in security are resolved by 30 Aug.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1c8: Annually validate plans by exercising forces by 30 Sep.

Proponent: DPM (MP-Law Enforcement)

ACTION 2.1c9: Annually update AT/FP readiness plans by 30 Sept.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.1c10: Continually maintain network security.

--Continuously, on a bi-weekly basis revise procedures according to findings by 01 Mar.

--Continuously, on a bi-weekly basis scan systems as required by 01 Mar.

Proponent: DOIM (Information Operation)

LTO 2.2: Educate workforce to standard on force protection requirements by 30 Jun 03.

Proponent: DPTMSEC

STO 2.2a: Identify and prioritize training requirements to meet or exceed DoD/DA standards by 30 Jun 03.

Proponent: DPTMSEC

ACTION 2.2a1: Annually, ensure all installation activities are aware of the training requirements 30 Mar.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.2a2: Annually identify and prioritize AT Level II, III, and IV training requirements by 30 Mar.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.2a3: Semi-annually conduct post wide training by 30 Jun and (????).

Proponent: Emergency Services (Fire/Safety/Medical)

ACTION 2.2b4: Annually reiterate training to those not in compliance by 30 Sept.

Proponent: DOIM (Information Operation)

ACTION 2.2a5: Annually conduct Emergency Service Training to support force protection requirements by 30 Jun 03.

Proponent: Emergency Services (Fire/Safety/Medical)

ACTION 2.2a6: Coordinate and schedule training requirements annually for MP and augmentation forces by 30 Jun.

Proponent: DPM (MP company Commander (CPT Robert Barney-MP Battalion))

ACTION 2.2a7: Notify all Information System Officers (ISOs) of training requirements annually by 30 Jun.

Proponent: DOIM (Information Operation)

ACTION 2.2a8: Coordinate training budget requirement for 1st responders annually by 30 Jun.

Proponent: DOIM (Information Operation)

ACTION 2.2a9: Ensure First Responders standards are achieved and maintain supporting individual training records by 15 Apr 03.

Proponent: Emergency Services (Fire/Safety/Medical)

STO 2.2b: Validate and reinforce training through anti-terrorism/force protection exercises annually.

Proponent: DPTMSEC

ACTION 2.2b1: Develop exercise and meet regulatory compliance annually by 25 Sep.

Proponent: DPTMSEC (Antiterrorism)

ACTION 2.2b2: Participate in annual AT/FP exercise by 25 Sept.

Proponent: DPTMSEC (Antiterrorism, Physical Security, Law Enforcement, Emergency Services, and Information Operation)

ACTION 2.2b3: Annually, develop lessons learned and provide to higher headquarters by 30 Sept.

Proponent: DPTMSEC (Antiterrorism)

Goal 3: Be the benchmark for installation stewardship

Strategy (1): Identify opportunities and requirements for Fort Monroe to be the benchmark for installation stewardship.

Strategy (2): Educate and market our historical, environmental, and community value and importance.

LTO 3.1: Fort Monroe will be the model by winning the highest federal award for historic preservation in the federal government by 23 Jun 10.

Proponent: Casemate Museum

STO 3.1a: Establish Casemate Museum as the model for Army field museums by 30 Sep 04.

Proponent: Casemate Museum

ACTION 3.1a1: Re-certification visit by Center of Military History (CMH) by Jan 04.

Proponent: Casemate Museum (Director – Dennis Mroczkowski)

ACTION 3.1a2: Complete 100% computerization of museum collections using USAMS by Jan 04.

Proponent: Casemate Museum (Museum Specialist – Kathy Rothrock)

ACTION 3.1a3: Renovate exhibits to “immersion” exhibits by Mar 04

Proponent: Museum Specialist)

ACTION 3.1a4: Finalize ICRMP and HARAM by 30 Sep 03.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1a5: Finalize PA or apply for Army alternative Procedures certification by ACHP by 30 Sep 04.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1a6: Identify other potential alternate sources for funding historic preservation projects by 30 Sep annually.

Proponent: DRM

ACTION 3.1a7: Perform annual exterior inspection of historic buildings to identify new repair and maintenance needs by 1 Mar 04 and annually thereafter

Proponent: DPW/L (Eng)

ACTION 3.1a8: Improve coordination among engineering, housing, and environmental divisions so all projects are properly coordinated by 30 Sep 03.

Proponent: DPW/L (Eng)

ACTION 3.1a9: Minimize adverse affects of UFC anti-terrorism standards that require replacement and/or modification of historic buildings through development of alternative compliance methods by 30 Sep 04 and annually thereafter.

Proponent: DPTMSEC (Antiterrorism/Force Protection Officer)

STO 3.1b: Integrate military history into the training schedule for 100% of Fort Monroe soldiers by 30 Mar 04.

Proponent: Casemate Museum (Director – Dennis Mroczkowski)

ACTION 3.1b1: Develop military history classes by 30 Oct 03.

ACTION 3.1b2: Integrate the classes into training schedule by 30 Nov 03.

ACTION 3.1b3: Prepare history related activities for NCOs and lower enlisted ranks by 30 Jan 04.

ACTION 3.1b4: Coordinate scheduling of activities for NCOs and lower enlisted ranks by 30 Feb 04

ACTION 3.1b5: Conduct training by 30 Mar 04.

STO3.1c: Identify and prioritize actions to preserve 100% of Fort Monroe's historic fabric by 30 Sep 04.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c1: Prepare listing of problems identified in the Historic Architecture Repair and Maintenance (HARAM) plan for consideration/prioritization by the Installation Planning Board (IPB) by 1 Apr annually.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c2: Submit work orders and service orders for historic preservation projects based upon priorities established by IPB by 31 Jul annually.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c3: Finalize ICRMP and HARAM by 30 Sep 03.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1c4: Finalize PA or apply for Army Alternative Procedures certification by ACHP by 30 Sep 04.

Proponent: DPW/L (Environmental - Guerrero)

ACTION 3.1c 5: Identify other potential alternate sources of funding for historic preservation projects by 30 Sep annually.

Proponent: DRM (Director – Bob Edwards)

ACTION 3.1c 6: Perform annual exterior inspection of historic buildings to identify new repair and maintenance needs by 1 Mar 04 and annually thereafter.

Proponent: DPW/L

ACTION 3.1c 7: Improve coordination among engineering, housing and environmental divisions to ensure all projects are properly coordinated by 30 Sep 03.

Proponent: DPW/L (Eng)

ACTION 3.1c 8: Minimize adverse affects of UFC antiterrorism standards that will require replacement and/or modification of historic buildings through development of alternative compliance methods by 30 Sep 04 and annually thereafter.

Proponent: AntiTerrorism/Force Protection Officer

STO 3.1d: Complete 100% of phase two archaeological testing (7 sites) by 30 Sep 07.
Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1d1: Prepare Scope of Work for Phase II testing of Loci 3, 9 and 21 by 31 Jan 03. **(Completed)**

ACTION 3.1d2: Submit Phase II testing SOW to Contracting, with SAF statement, by 28 Feb 03. **(Completed)**

ACTION 3.1d3: Ensure FY 01 and FY 02 fieldwork reports on completed archaeological investigations are finalized by 30 Jun 03.

ACTION 3.1d4: Oversee delivery of existing archaeological collections from completed projects to the Fort Lee curation facility by 31 Jul 03 and annually thereafter as required.

ACTION 3.1d5: Prepare Scope of Work for completion of Phase I of the archaeological survey at Big Bethel by 30 Jun 04.

ACTION 3.1d6: Submit Phase I Big Bethel survey to Contracting, with SAF statement, by 31 Jul 04.

ACTION 3.1d7: Prepare Scope of Work to investigate the former cemetery area on Fort Monroe and the relocated African-American Baptist Church (44YO781) cemetery by 31 Jan 06.

ACTION 3.1d8: Submit Scope of Work for archaeological investigation of the cemeteries to Contracting, with SAF statement, by 28 Feb 06.

ACTION 3.1d9: Submit/update funding request for archaeological projects through EPR process by 30 Apr and 15 Nov annually.

*Phase II testing of three "potentially eligible" sites --Loci 7, 13, and 17—must be done concurrently with utility or construction work due to the fact that the sites have concentrations of utility lines and/or are paved or under buildings. The scopes of work are dependant on the project design and cannot be performed in advance without major disruption.

STO 3.1e: Train appropriate work force (contractors, DPW, building coordinators and those who submit work orders) on maintenance and repair of historic structures. Train 50% by 30 Sep 03; 75% by 30 Sep 04; 100% by 30 Sep 05.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e1: Identify appropriate work force to train and the levels of training required by 30 Sep 03.

Proponent: DPW/L

ACTION 3.1e 2: Prepare article for publication in *Casemate* and *Housing Newsletter*, and as targeted email to train building coordinators, residents and others who submit work orders, by 30 April 03. **(Completed)**

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 3: Provide one hour overview of the Section 106 process and the HARAM to all GSI and JOC personnel by 31 Dec 03.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 4: Appropriate GSI personnel attend specialized hands-on workshops in historic building repair techniques by 30 Sep 04.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 5: Identify GSI personnel who may disturb lead during their work and send to the 8-hour lead renovator-remodeler certification training by 30 Sep 04.

Proponent: DPW/L

ACTION 3.1e 6: Provide all GSI and custodial personnel who may come into contact with asbestos-contain materials with 2-hour asbestos awareness training by 30 Sep 04.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.1e 7: Distribute HARAM to appropriate personnel by 31 Dec 03.

Proponent: DPW/L (Environmental – Jennifer Guerrero))

ACTION 3.1e 8: Work order, contracting, housing, and engineering personnel attend Introductory Section 106 class by 30 Sep 04 .

Proponent: DPW/L

ACTION 3.1e 9: Provide guidance to Installation Planning Board regarding Secretary of the Interior's standards for rehabilitation and the section 106 process by 31 May 03, and annually as required.

Proponent: DPW/L (Environmental – Jennifer Guerrero))

LTO 3.2: Enhance natural ecology by 20% of current conditions by 29 Feb 10.

Proponent: DPW/L (Environmental Office – Jennifer Guerrero)

STO 3.2a: Achieve DoD Chesapeake Bay Restoration Initiative by 31 Dec 08.

Proponent: DPW/L (Environmental Office – Jennifer Guerrero)

ACTION 3.2a1: Repair Dog Beach dunes-100% by 31 Mar 05

-- Submit Scope of Work to Contracting to prepare necessary permit applications, NEPA documentation & design of beach stabilization by 1Apr 03.

-- Construction begins by 01 Nov 04.

-- Construction complete by 31 Dec 05.

ACTION 3.2a2: Repair Mill Creek Berm-100% by 31 Mar 08.

--Submit Scope of Work to Contracting to prepare necessary permit applications and NEPA documentation by 1 Apr 03.

--Submit Scope of Work to Contracting to design removal of existing slurry riprap and replace with natural vegetation by 1 Jun 04.

--Construction begins to remove ¼ mile of existing concrete slurry riprap and replace with filter fabric, 6" geo-lock or petroflex stone, and native vegetation by 01 Nov 05.

--Continuing replacing ¼ of shoreline per year between 1 Nov 06 – 31 Dec 08.

--Construction of 1 mile of shoreline complete by 31 Dec 08.

STO 3.2b: Extend existing nature trail by 1 1/3 miles and install educational signs of flora and fauna by 29 Feb 10.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.2b1: Prepare necessary permit applications, NEPA documentation and design by 1 June 04.

ACTION 3.2b2: Procure funding and begin construction to install 1-1/3 mile handicapped accessible nature trail by 31 Mar 05.

ACTION 3.2b3: Complete construction by 31 Dec 08.

STO 3.2c: Expand habitat in Mill Creek by 50% by 30 Mar 05.

Proponent: DPW/L (Environmental –Jennifer Guerrero)

ACTION 3.2c1: Submit Scope of Work to Contracting to prepare permit applications, NEPA documentation and design by 1 Apr 03.

ACTION 3.2c2: Begin construction by 1 Mar 04 with the removal of near-shore debris and installation of submerged aquatic vegetation (SAV) and marsh grasses. Project includes the purchase and installation five Osprey nesting platforms.

ACTION 3.2c3: Complete near-shore restoration project by 1 Dec 06.

STO 3.2d: Enhance moat water quality by 30% by 30 Mar 05.

Proponent: DPW/L (Environmental – Jennifer Guerrero)

ACTION 3.2d1: Monitor water quality parameters to determine improvement.
--Complete compilation of water quality baseline based upon seasonal fluctuations by 1 Jul 03.

--Compile annual report and compare with baseline statistics by 1 Jul annually.

ACTION 3.2d2: Install oyster upwelling systems to help filter moat water.

--Submit Scope of Work to prepare permit applications, NEPA documentation and design by 1 Jun 03.

--Installation of upwelling system adjacent to North Gate Bridge completed by 1 Jun 04.

--Donate oysters to Chesapeake Bay Foundation and purchase new spat to grow by 1 Jun annually.

ACTION 3.2d3: Repair moat embankment between Patch Road and Postern Gate by 31 Dec 06. --Submit Scope of Work to Contracting to prepare necessary permit applications, NEPA documentation by 31 Jul 03. **(Completed)**

--Construction begins along with archaeological investigations of artifacts encountered during construction between Patch Road and Main Gate by 1 Nov 04.

--Construction begins along with archaeological investigations of artifacts encountered during construction between Main Gate and Postern Gate by 1 Jun 05.

--Construction complete by 1 Aug 06.

LTO 3.3: Broaden our scope of community relations/operations to 100% of our internal and external customers by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

STO 3.3a: Define Uniform Levels of Service (ULOS) for entire Fort Monroe community by 24 Oct 03.

Proponent: PAO (Nancy Popejoy)

ACTION 3.3a1: Determine tenants by 30 Mar 03. **(Completed)**

ACTION 3.3a2: Find common denominator of service levels for all tenants based on current/potential manpower by 30 Jan 04.

ACTION 3.3a3: Determine tenant expectations by 30 Mar 04

ACTION 3.3a4: Prepare ISSAs for each Fort Monroe tenant by 30 Jul 04.

ACTION 3.3a5: Achieve ISSA service standard by 24 Oct 06.

STO 3.3b: Provide 90% ULOS by 24 Oct 04. 100% by 24 Oct 06.

Proponent: PAO (Nancy Popejoy)

ACTION 3.3b1: Provide 50% ULOS by 30 Nov 05, 75% by 30 Mar 06

ACTION 3.3b2: Review ULOS by 30 Oct (annually)

STO 3.3c: Identify, review, and update 100% of community partners in the Hampton Roads area by 30 Mar 03. (annually) **(Completed)**

Proponent: PAO (Nancy Popejoy)

ACTION 3.3c1: Determine and assess all appropriate military and public agencies within Hampton Roads by 30 Mar (annually).

ACTION 3.3c2: Coordinate with directors to identify any additional community partners by 30 Apr (annually).

ACTION 3.3c3: Prepare final list of community partners in the Hampton Roads area by 30 Mar 03.

ACTION 3.3c4: Establish community partnerships; 75% by 30 Mar 04; 85% by 30 Mar 05; 100% by 30 Mar 06.

Sub- ACTION 3.3c4a: Contact each partner by telephone or letter by 30 Nov 03.

Sub- ACTION 3.3c4b: Determine mutual goals by 28 Feb 04.

Sub- ACTION 3.3c4c: Set suspense dates and determine infrastructure requirement to accomplish goals (75% by 30 Mar 04; 85% by 30 Mar 05; 100% by 30 Mar 06).

GOAL 4: Improve and maintain infrastructure.

Strategy (1): Identify requirements and opportunities.

Strategy (2): Develop and implement plans to accomplish them.

LTO 4.1: Prepare, submit and update a five-year strategy for infrastructure improvement by 31 Jul annually.

Proponent: DPW/L (Director – LTC Simoneau)

STO 4.1a: Establish and convene Installation Planning Board by 30 May 03.

Proponent: DPW/L (Planning Office –David Sanborn)

ACTION 4.1a1: Deliver invitation with project list to IPB members by 15 May annually.

ACTION 4.1a2: Convene IPB by 30 Jun 03.

STO 4.1b: Reevalue and update installation Master Plan by 30 Sep annually.

Proponent: DPW/L (Planning Office – David Sanborn)

ACTION 4.1b1: Review & update all chapters and maps of the Long Range Component by 30 Sep annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b2: Review & update Executive Summary of Long Range Component and verify preferred alternative by 15 Jul annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b3: Review & update all chapters and projects in the Short Range Component by 30 Jul annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b4: Review & update Executive Summary of Long Range Component by 31 July annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1b5: Update Environmental Analysis when significant changes occur by 15 Aug annually.

Proponent: DPW/L Environmental Office - Jennifer Guerrero)

ACTION 4.1b6: Approve updated Master Plan by 1 Sep annually

Proponent: Commander (COL Allmendinger)

ACTION 4.1b7: Post updated Master Plan on DPW website (restricted to .mil) by 30 Sep annually.

Proponent: DOIM (Information Assurance Manager - Mia Williams)

STO 41c: Reevalue, update and submit MCA projects by 1 Nov annually.

Proponent: DPW/L (Planning Office – David Sanborn)

ACTION 4.1c1: Solicit user requirements by 30 Jun annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1c2: Compile consolidated list with recommended priority by 15 July annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1c3: Approve project list by 30 July annually.

Proponent: Commander (COL Allmendinger)

ACTION 4.1c4: Prepare DD1391's and submit to NERO by 1 Nov annually.

Proponent: DPW/L (Planning Office - David Sanborn)

STO 4.1d: Reevaluate, update and submit NAF construction projects by 31 May annually.

Proponent: DCFA (NAF Finance - Rod MacGillivray)

ACTION 4.1d1: Survey managers for new projects during January annually.

Proponent: DCFA (NAF Finance - Rod MacGillivray)

ACTION 4.1d2: Create 1391 for new and accepted projects; delete 1391 for canceled projects by 30 March annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1d3: Submit 1391 to NERO MWR by 30 April annually.

Proponent: DPW/L (Planning Office - David Sanborn)

ACTION 4.1d4: Update NAF Major Construction financial template for current projects with latest year template by 30 May annually.

Proponent: DCFA (NAF Finance - Rod MacGillivray)

STO 4.1e: Develop Plan for communication infrastructure improvements by 31 Jul 03.

Proponent: DOIM (Information Assurance Manager – Mia Williams)

ACTION 4.1e1: Inventory current Network nodes by 28 Feb annually.

ACTION 4.1e2: Evaluate and identify replacement technology by 2 Apr annually.

ACTION 4.1e3: Identify costs by 30 Apr annually.

ACTION 4.1e4: Identify phase-in based on age of node, availability of spare parts and current vendor product support by 30 Jun annually.

ACTION 4.1e5: ISEC to evaluate current PBX and make recommendation based on our new ISDN requirements and additional users by 30 Jun 03.

ACTION 4.1e6: Complete communication infrastructure improvement plan by 31 Jul annually.

LTO 4.2: Achieve a "Green" status in all categories in accordance with Installation Status Report (ISR), Part I by 30 Sep 10.

Proponent: DPW/L (Director – LTC Simoneau)

STO 4.2a: Develop and implement annual work Plan by 15 Nov annually.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.2a1: Query IFS for list of open approved Work Orders by 1 Sep annually.

ACTION 4.2a2: Develop & score project lists for all accounts by 15 Oct annually.

ACTION 4.2a3: Incorporate approved budget guidance by 15 Oct annually.

ACTION 4.2a4: Complete preparation of document by 31 Oct annually.

ACTION 4.2a5: Receive Priority input from DPW and Div Chiefs by 31 Oct annually.

ACTION 4.2a6: Submit Completed Plan to Commander by 15 Nov annually.

STO 4.2b: Develop and implement non-appropriated fund infrastructure maintenance and repair projects list by 15 Nov annually.

Proponent: DCFA (NAF Finance – Rod MacGillivray)

ACTION 4.2b1: Survey managers for needed, non-critical M&R projects by 1 Jul annually.

Proponent: DCFA (NAF Finance—Rod MacGillivray)

ACTION 4.2b2: Submit work orders to DPW/L for costing on M&R projects. Determine if APF or NAF funded by 1 Aug annually.

Proponent: DCFA (NAF Finance—Rod MacGillivray)

ACTION 4.2b3: Submit APF projects to UFR list by 15 Nov annually.

Proponent: DCFA (MWR Operations Manager—Don Vanpatten)

STO 4.2c: Conduct Installation Status Report (ISR) evaluation by 31 Mar annually and use it to identify required projects.

Proponent: DPW/L (Management Engineering Services—Frank Pinion)

ACTION 4.2c1: Distribute ISR evaluation worksheets to Building Coordinators by 15 Feb annually.

Proponent: DPW/L (Management Engineering Services--Frank Pinion)

ACTION 4.2c2: Receive completed evaluations by 15 Mar annually.

Proponent: DPW/L (Management Engineering Services--Frank Pinion)

ACTION 4.2c3: Compile information into ISR Database by 30 Mar annually.

Proponent: DPW/L (Management Engineering Services--Frank Pinion)

ACTION 4.2c4: Receive Commander's approval on completed ISR and submit to NERO by 15 Apr annually.

Proponent: DPW/L (Management Engineering Services--Frank Pinion)

ACTION 4.2c5: Use evaluation sheets to enter Work Orders into system to make necessary repairs by 31 May annually.

Proponent: DPW/L (Management Engineering Services--James Ikuss)

STO 4.2d: Develop Americans with Disabilities Act (ADA) project requirements by 1 Sep annually.

Proponent: EEO (Chief—Faye Anderson)

ACTION 4.2d1: Establish a list of ADA Requirements and provide to DPW-L and DRM by 31 May 03.

Proponent EEO – (Chief—Faye Anderson)

ACTION 4.2d2: Submit work orders for each requirement by 31 Jul 03.

Proponent: DPW-L (Rob McRacken)

ACTION 4.2d3: Prioritize requirements and put them on the UFR list by 31 Jul 03.

Proponent: DRM (Director—LTC Edwards)

ACTION 4.2d4: Fund during year-end process NLT 30 Sep 03.

Proponent: DRM (Director—LTC Edwards)

ACTION 4.2d5: Update requirement list by 30 Oct annually.

Proponent: EEO (Chief—Faye Anderson)

ACTION 4.2d6: Develop and update cost estimates for each requirement by 30 Nov 03.

Proponent: DPW-L (Rob McRacken)

ACTION 4.2d7: Update UFR list by 30 Nov annually.

Proponent: DRM (Director--LTC Edwards)

STO 4.2e: Develop and implement communication infrastructure maintenance and repair projects by 15 Nov annually.

Proponent: DOIM (Information Assurance Manager - Mia Williams)

ACTION 4.2e1: Ensure current voice/data communications infrastructure maintenance/repair projects' are covered under our annual maintenance agreements with the vendor by 1 Oct annually.

ACTION 4.2e2: Identify and submit UFRs for hardware component upgrades to Post DRM by 15 Nov annually.

STO 4.2f: Develop and implement force protection project list by 15 Nov annually.

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson)

ACTION 4.2f1: Annually conduct appropriate assessment by 30 Aug 03

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson) / Physical Security – Jim Wright)

ACTION 4.2f2: Compile assessment results by 30 Aug 03 and track vulnerability until mitigated is complete.

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson) / Physical Security – Jim Wright)

ACTION 4.2f3: Enter UFR requirements by 10 Sept 03 in IRITA

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson) / (Physical Security – Jim Wright)

ACTION 4.2f4: Coordinate with antiterrorism working group and committee to identify and prioritize requirements by 10 Sept 03.

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson)

ACTION 4.2f5: Commander approves priorities via AT Committee by

15 Sept 03.

Proponent: DPTMSEC (Antiterrorism – Charlie Tyson)

LTO 4.3: Implement privatization initiatives to improve the infrastructure to “Green” status by 30 Sep 06.

Proponent: DPW/L (Engineering Division –Mark Sciacchitano)

STO 4.3a: Privatize Fort Monroe housing through RCI process by 1 Jan 04.

Proponent: DPW/L (Housing – Jackie Smith)

ACTION 4.3a1: Source Selection Board announces selected developer by 15 Jan 03.

Proponent: DPW/L (Director—LTC Simoneau)

ACTION 4.3a2: Negotiate with Bush Corp., through Norfolk District COE, to continue management of Wherry Housing until turnover to selected RCI developer by 31 Jan 03.

Proponent: DPW/L (Management Engineering Services—Frank Pinion)

ACTION 4.3a3: Collaborate and negotiate Community Development and Management Plan (CDMP) by 15 Jul 03.

Proponent: DPW/L (Director—LTC Simoneau)

ACTION 4.3a4: Fort Monroe single soldiers are relocated from Wherry Housing (Monroe Apartments) to renovated barracks by 1 Aug 03.

Proponent: DPW/L (Housing—Marjorie Jones)

ACTION 4.3a5: HQDA does negotiation of financials. CDMP is staffed through DA, OSD, and OMB by 13 Aug 03.

Proponent: DPW/L (RCI Team)

ACTION 4.3a6: Congressional review of CDMP by 27 Sep 03.

Proponent: DPW/L (RCI Team)

ACTION 4.3a7: RCI developer assumes control of Wherry Housing by 1 Jan 04.

Proponent: DPW/L (Management Engineering Services—Frank Pinion)

STO 4.3b: Complete utilities privatization solicitations by 30 Jun 03.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3b1: Complete Source Selection by 30 Jun 03.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3b2: Obtain Garrison Commander’s Approval by 31 Jul 03.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3b3: Obtain Congressional Approval by 30 Sep 03.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3b4: Award Contract by 30 Oct 03.

Proponent: DPW/L (Design Branch—Richard Westrich)

ACTION 4.3b5: Transfer responsibilities & complete privatization by 30 Jan 04.

Proponent: DPW/L (Management Engineering Services—Frank Pinion)

STO 4.3c: Develop and implement alternative strategies to provide utility services not privatized by 30 Sep 06.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3c1: Contact local municipality or utility companies to inquire about their interest by 30 Jun 04.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3c2: Negotiate transfer with interested party by 30 Jan 05.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

ACTION 4.3c3: Submit projects to NERO for replacement of any system to remain in Army inventory by 30 Jan 05.

Proponent: DPW/L (Planning—David Sanborn)

ACTION 4.3c4: Replace systems that will remain in the Army inventory. Request funds to replace one system a year on a yearly basis by 2050.

Proponent: DPW/L (Engineering Division – Mark Sciacchitano)

GOAL 5: Prepare workforce for the future.

Strategy (1): Identify requirements and opportunities; assess capabilities; determine gap, identify and acquire resources; train personnel; and employ new skills and technology; and evaluate.

Strategy(2): Identify and deploy methodology to improve workforce capabilities.

LTO 5.1: Train workforce to meet mission requirements by 15 Jan 07.

Proponent: CPAC (Chief -- Barry Buchanan)

STO 5.1a: Project Uniformed Levels of Service requirements within 6 months of establishment.

Proponent: DRM (Manpower--Paulette Pickering)

ACTION 5.1a1: Notification to functional chiefs & HR Community that ULOS requirements are established within 30 days of establishment of ULOS requirements.

Proponent: DRM (Manpower—Paulette Pickering)

ACTION 5.1a2: HR community query functional staff to identify training required for each position (military and civilian) to accomplish ULOS within 30 days following completion of 5.1a1.

Proponent: CPAC (Chief -- Barry Buchanan)

ACTION 5.1a3: Functional chiefs establish baseline training necessary for each position (military and civilian) and assess capabilities of the staff and identify deficiencies within 60 days of completion of 5.1a2.

Proponent: CPAC (Chief -- Barry Buchanan)

ACTION 5.1a4: Determine delta in annual training program and training needed to meet ULOS within 30 days of completion of 5.1a3.

Proponent: CPAC (Barry Buchanan)

ACTION 5.1a5: Identify resourced and unresourced requirements and acquire resources by 15 Jun 07.

Proponent: DRM (Budget—Nick DiNunzio)

ACTION 5.1a6: Schedule resourced training within 60 days of completion of 5.1a5.

Proponent: CPAC—Lisa Mitchell)

ACTION 5.1a7: Functional chiefs insure training is accomplished by 15 Jan 07.

Proponent: CPAC (Chief -- Barry Buchanan)

STO 5.1b: Improve corporate communication.

Proponent: Deputy to the Commander (Thelma Pankoke)

ACTION 5.1b1: Conduct semi-annual Employee Town Halls.

Proponent: Deputy to the Commander (Thelma Pankoke)

ACTION 5.1b2: Increase Organizational Climate Survey score (continually).

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 5.1b3: Increase Climate Survey participation to 75 percent (continually).

Proponent: DRM (Plans and Programs—Barbara Bell)

LTO 5.2: Develop comprehensive Human Resource (HR) Plan for integration into Army Well Being (AWB) Program by 15 Jan 07. *(Future consolidation into Goal 1)*

Proponent: CPAC (Kathy Genung)

STO 5.2a: Establish Process Action Team (PAT) by 30 Mar 03. **Completed**

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 5.2a1: Select Team Leader.

Proponent: CPAC (Chief—Barry Buchanan)

ACTION 5.2a2: Identify other team members.

Proponent: CPAC (Kathy Genung)

ACTION 5.2a3: Designate project scope

Proponent: DRM (QIT—Barbara Bell)

ACTION 5.2a4: Prepare Charter.

Proponent: DRM (QIT—Barbara Bell)

ACTION 5.2a5: CDR Charters Team

Proponent: CDR (COL Allmendinger)

STO 5.2b: Acquire sample HR Plan and benchmarks by 30 Mar 03. **Completed**

Proponent: DRM (QIT—Barbara Bell)

ACTION 5.2b1: Contact ACSIM staff, other APIC leaders and any other known source to determine what a good HR plan should include by 5 Mar 03.

ACTION 5.2b2: Contact prospective benchmarking sites and request a copy of their HR Plan by 15 Mar 03.

ACTION 5.2b3: Select at least one example of an HR Plan for CPAC to benchmark against by 25 Mar 03.

ACTION 5.2b4: Provide example of an HR Plan to CPAC by 30 Mar 03.

STO 5.2c: Develop draft HR Plan and staff by 30 Oct 03.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2c1: Provide PAT members current HR Plan within 2 weeks of team establishment.

Proponent: CPAC (Kathy Genung)

ACTION 5.2c2: Meet biweekly to coordinate and monitor progress.

Proponent: CPAC (Kathy Genung and HR Plan Pat)

ACTION 5.2c3: Identify major gaps and develop draft plan of action within 30 days of receiving sample HR Plan and benchmarks.

Proponent: CPAC (Kathy Genung and HR PLAN PAT)

ACTION 5.2c4: IPR with MAD members NLT 30 Aug 03.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2c5: Staff draft HR Plan with Directors and Chief of Special Staff NLT 30 Sep 03.

Proponent: CPAC (Kathy Genung)

STO 5.2d: Finalize HR Plan and deploy by 30 Jan 04.

Proponent: CPAC (Kathy Genung)

ACTION 5.2d1: Review staff input, analyze, reevaluate and update HR Plan.

Proponent: CPAC (Kathy Genung and HR Plan PAT)

ACTION 5.2d2: Obtain Commander's approval NLT 15 Jan 04.

Proponent: CPAC (Barry Buchanan)

ACTION 5.2d3: Deploy and publicize NLT 30 Jan 04.

Proponent: CPAC (Kathy Genung)

LTO 5.3: Fund training requirements at 100% by 15 Jan 07.

Proponent: DRM (Director –LTC Edwards)

STO 5.3a: Identify annual training needs by CPOC suspense date.

Proponent: CPAC (Lisa Mitchell)

ACTION 5.3a1: Provide Annual Training Needs Survey from CPOC to Directors and Training POCs.

ACTION 5.3a2: Assist individual supervisors with survey as necessary.

STO 5.3b: Provide consolidated list of training needs to DRM.

Proponent: CPAC (Lisa Mitchell)

ACTION 5.3b1: Request Training Survey results for Installation Level staff from CPOC.

ACTION 5.3b2: Analyze and evaluate survey results and provide to DRM.

GOAL 6: Improve performance

Strategy: Evaluate customer and assessment feedback to improve service.

LTO 6.1: Incorporate Uniformed Levels of Service (SLOS) by 30 Sep 06.

Proponent: DRM (Manpower--Paulette Pickering)

STO 6.1a: Acquire and review ULOS draft by 30 Jun 03.

Proponent: DRM (Manpower--Paulette Pickering)

ACTION 6.1a1: Obtain the approved ULOS standards from NERO by 22 Nov 02.

ACTION 6.1a2: Review and participate in ULOS process in accordance with tasker by (date TBD).

ACTION 6.1a3: Submit reviewed ULOS standards with comments to NERO by suspense date (TBD).

STO 6.1b: Implement approved ULOS by FY 05 Budget.

Proponent: DRM (Manpower—Paulette Pickering)

ACTION 6.1b1: Redefine requirements base in accordance with ULOS by 3 Jan 03.

ACTION 6.1b2: Evaluate resources provided in the FY 05 funding guidance by 30 Jul 04.

ACTION 6.1b3: Justify ULOS requirements.

ACTION 6.1b4: Coordinate with appropriate functionals regarding other standards established within their functional area (i.e., Chaplain, NETCOM)

ACTION 6.1b5: Implement ULOS standards upon final approval from higher headquarters.

ACTION 6.1b6: After implementation, evaluate standards and provide feedback to higher headquarters annually.

LTO 6.2: Implement 100% of Productivity Management by 31 Dec 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

STO 6.2a: Conduct Productivity Improvement Review (PIR) by 30 Sep 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

ACTION 6.2a1: Commander, DRM and staff of the Plans and Programs Office attend ABC training by 15 Jun 03.

ACTION 6.2a2: Develop an execution plan for PIR process by NERO suspense date in FY 03 (**Completed 10 Jul**)

ACTION 6.2a3: Conduct a benchmarking exercise/site visit with Fort Huachuca (or other identified site) by 30 Jul 03.

STO 6.2b: Develop and maintain Activity Based Costing (ABC) models by 30 Sep 03.
Proponent: DRM (Plans and Programs—Cliff Whitehouse)

ACTION 6.2b1: Obtain IMA ABC models by 30 Jun 03

ACTION 6.2b2: Evaluate and modify ABC models in accordance with ULOS standards for Fort Monroe by 31 Oct 05.

ACTION 6.2b3: Deploy ABC models by 30 Mar 05.

ACTION 6.2b4: Incorporate ABC models into the PIR process by 30 Sep 03.

ACTION 6.2b5: Further improve ABC models based on PIR process (Continually).

LTO 6.3: Improve Installation/BASOPs Management through the APIC process by closing the identified gaps by 1 July annually.

Proponent: DRM (Plans and Programs--Barbara Bell)

STO 6.3a: Submit ACOE package annually by NERO's suspense date starting in FY 03.

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 6.3a1: Designate APIC team leaders by 30 Jan annually.

ACTION 6.3a2: Select APIC team members by 30 Feb annually.

ACTION 6.3a3: Develop Milestones by 30 Mar annually.

ACTION 6.3a4: Train APIC Team leaders/members by 30 Mar annually.

ACTION 6.3a5: Conduct self-assessment by 30 Jun annually.

ACTION 6.3a6: Prepare submission package NLT 30 Jun annually.

ACTION 6.3a7: Submit completed package by NERO suspense date annually.

STO 6.3b: Develop and maintain Installation Strategic Plan annually.

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 6.3b1: Plan and conduct a 3-day offsite strategic planning workshop during the spring months. (annually)

ACTION 6.3b2: During the spring strategic planning workshop, update the current strategic plan for the next FY (i.e., during the spring FY 04 offsite, update strategic plan for FY 05 – FY 11).

ACTION 6.3b3: Plan and conduct a ½ day follow-up session as needed.

ACTION 6.3b4: Plan and conduct a 1-day onsite follow-up planning session during the fall months to expand beyond our Strategic Plan annually.

STO 6.3c: Using APIC feedback report, identify and close 90 percent of minor gaps and 10 percent of major gaps by May 04 and annually thereafter.

Proponent: DRM (Plans and Programs—Barbara Bell)

ACTION 6.3b1: Review NERO feedback report by 30 Jan annually.

ACTION 6.3b2: Identify gaps (areas for improvement) and group them in major and minor categories by 30 Jan annually.

ACTION 6.3b3: Select 90 percent of minor gaps and 10 percent of major gaps for improvement by 30 Dec annually.

ACTION 6.3b4: Make selected improvements by 30 Apr annually.

LTO 6.4: Develop and implement an Installation Marketing Plan by 30 Jan 06.

Proponent: DRM (Plans and Program—Cliff Whitehouse)

STO 6.4a: Develop Installation Marketing Plan by 30 Jan 05.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

ACTION 6.4a1: Determine aspects of Fort Monroe that should be the focus of the Installation Marketing Plan by 30 Jun 03.

ACTION 6.4a2: Determine the internal/external customers for our marketing focus by 30 Jun 03.

ACTION 6.4a3: Develop a strategy to attract potential customers to Fort Monroe by 30 Sep 03.

ACTION 6.4a4: Analyze strengths, weaknesses, opportunities and threats by 30 Jun 04.

ACTION 6.4a5: Produce a draft marketing plan by 1 Jul 04.

ACTION 6.4a6: Staff draft marketing plan by 1 Aug 04.

ACTION 6.4a7: Using feedback, modify marketing plan by 30 Sep 04.

ACTION 6.4a8: Produce the final Installation Marketing Plan by 30 Dec 04.

STO 6.4b: Deploy approved Installation Marketing Plan by 30 Dec 05.

Proponent: DRM (Plans and Programs)

ACTION 6.4b1: Determine how best to deliver the plan to the customer by 30 Mar 05.

ACTION 6.4b2: Disseminate the Marketing Plan to the potential customers by 30 Dec 05.

LTO 6.5: Implement a Listing Post System by 30 Dec 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

STO 6.5a: Develop a Fort Monroe Listening Post System by 30 Dec 03.

Proponent: DRM (Plans and Programs—Cliff Whitehouse)

ACTION 6.5a1: Develop SOP for the Listening Post System by 30 Jul 03.
(Completed)

ACTION 6.5a2: Perform SWOT analysis by 30 Aug 03. (Completed)

ACTION 6.5a3: Educate personnel on the Listening Post System via town hall meetings, newspaper articles, websites, etc. by 30 Oct 03.

ACTION 6.5a4: Post Commander encourages supervisors to provide closure/response back to the employee who initiated the comment within two weeks.

STO 6.5b: Deploy Listening Post System by 30 Dec 03.

Proponent: DRM (Plans and Programs—Cliff whitehouse).

ACTION 6.5b1: Start utilizing the Listening Post System by 30 Dec 03

ACTION 6.5b2: Continually monitor system effectiveness, adjusting as needed.

ACTION 6.5b3: Ensure customer identified issues/problems are handled promptly. (Continually)

ACTION 6.5b4: Maintain a publicly accessible listing of (anonymous) customer comments and the responses so everyone can benefit from that knowledge. (Continually)